



The Role of Servant Leadership, Perceived Organizational Support (POS) on SMEs Performance through Organizational Citizenship Behavior (OCB)

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Abstract – This study aims to analyze the relationship between the variable Servant Leadership and Organizational Citizenship Behavior (OCB), analyze the relationship between Perceived Organizational Support (POS) and Organizational Citizenship Behavior (OCB), analyze the relationship between servant leadership and MSME performance, analyze the relationship between Perceived Organizational Support (POS) and MSME performance, and analyze the relationship between Organizational Citizenship Behavior (OCB) on MSME performance. This type of research is quantitative associative research, namely research that aims to determine the relationship between two or more variables. The respondents of this study were 278 SMEs leaders in Banten who were determined by simple random sampling method. Research data was obtained by distributing questionnaires online via social media. Each research indicator was measured using a Likert scale of 1-7 points scale and the degree of agreement from strongly agree to strongly disagree. The analytical tool used in this research is PLS (Partial Least Square) based SEM with SmartPLS 3.0 software data processing tool. The results of the hypothesis test show that the servant leadership variable has no significant effect on organizational citizenship behavior (OCB), Perceived organizational support (POS) variable has a positive and significant effect on organizational citizenship behavior (OCB). The results of the hypothesis test show that the servant leadership variable has no significant effect on SMEs Performance, Perceived organizational support (POS) variable has a positive and significant effect on SMEs Performance, the organizational trust variable has not significant effect on MSME performance., organizational citizenship behavior (OCB) has no significant effect on performance through organizational trust, organizational citizenship behavior (OCB) does not mediate the relationship between Perceived organizational support (POS) and performance. Servant leadership has no significant effect on performance through Perceived organizational support (POS), organizational citizenship behavior (OCB) does not mediate the relationship between servant leadership on SMEs performance.

Keywords: Servant Leadership, Perceived Organizational Support (POS), SMEs, Performance, Organizational Citizenship Behavior (OCB)

I. INTRODUCTION

A country's economic growth is of course supported by various individual activities, in various activities, especially activities carried out by Micro, Small and Medium Enterprises actors. Economic development will be more stable if it is supported by entrepreneurs to provide various opportunities and provide jobs that are not possible only pursued by the government with limited resources. Therefore, entrepreneurship is an important factor in driving economic growth, both in terms of the number and quality of entrepreneurs themselves, so that their existence needs to be supported to continue to grow. According to Putri et al. (2023); Asbari et al. (2019) There are various factors that have caused the growth of MSMEs in Indonesia to increase, of course these factors can come from internal and external sources which are expected to improve MSME performance. In addition, various studies state that MSMEs have a better level of resilience compared to large businesses during times of crisis. Basically the MSME business itself is indeed a very broad field. The MSME sector itself can cover various fields. According to Lumineau et al. (2023); Musenze et al. (2022) Starting from business development from the culinary, fashion, education, automotive to creative products sectors. All of these fields can be used as profitable business targets that are adjusted based on your expertise and the availability of



resources around you. Currently, the development of MSMEs has recorded more than 65 million MSMEs across Indonesia. In 2016, there were 61.7 million MSMEs in Indonesia with the number continuing to increase until 2021, the number of MSMEs will reach 64.2 million. But behind the developments in developing their business, MSME actors often face various challenges.

According to [Akhtar et al. \(2019\)](#); [Alleyne et al. \(2018\)](#) improving the performance of SMEs is an important issue that is developing in the era of the co-19 pandemic. Because the impact caused by the Covid-19 pandemic so far has devastated various joints of human life and business or business. According to [Berdiyana et al. \(2022\)](#) The massive and fast spread of the corona virus prompted WHO on March 11 2020 to declare it a global pandemic. To prevent the spread of the corona virus, WHO calls on all citizens of the world to implement social and physical distancing. Partner SMEs are no exception and eventually implement social and physical distancing programs by limiting the number of workers who come to work only half, and the other half continue to work from home. This clearly has an impact on decreasing the company's performance. According to [Karimi et al. \(2023\)](#); [Khan et al. \(2022\)](#) the Covid-19 pandemic that has hit almost all parts of the world since early 2020 has had a broad impact on various aspects of human life as well as business or business life. According to [Purwanto et al. \(2021\)](#); [Wijaya \(2018\)](#) SME performance and competitive advantage can be influenced by two orientation strategies, namely market orientation and entrepreneurial orientation. According to [Setyoko et al. \(2022\)](#) business performance is strongly influenced by the company's ability to create value for its customers. According to [Sumardjo et al. \(2023\)](#); [Sheikh \(2023\)](#) MSMEs need human resources who are experts and have professional skills in running a business. In addition, resources that have qualified talents also certainly help business actors in developing their business so that it can be better. MSME businesses must also focus on strategies that need to be carried out so that the products sold can develop and sell well in the market. According to [Purwanto et al. \(2021\)](#); [Sabir et al. \(2022\)](#); [Sheikh \(2023\)](#); [Setyoko et al. \(2022\)](#) product quality with good and unique features will tend to more easily create interest and loyalty from buyers. Creative strategies also need to be considered in developing a business due to the lack of resources. In the current conditions building an image or branding is a necessity that is rarely realized by many business owners. The issue of capital is one of the challenges that is of greatest concern to SMEs.

According to [Akhtar et al. \(2019\)](#); [Alleyne et al. \(2018\)](#); [Andrade et al. \(2022\)](#) leadership means one of the management functions to influence, direct, motivate and supervise other people to complete the tasks that have been planned in order to get things done with other people and help others in achieving a common goal or achieving a goal company. According to [Akhtar et al. \(2019\)](#) explaining leadership is a process in which an individual has influence over others and inspires, encourages, motivates and directs their activities to help achieve group or organizational goals. According to [Putra et al. \(2023\)](#); [Abas et al. \(2020\)](#) organizational leadership is about leading and managing individuals to achieve strategic organizational goals. For this reason, leaders must act as change agents to be able to see the big picture, but also understand the process for making a change. Perceived Organizational Support (POS) is an employee's belief about the level of organizational support and attention that meets the socio-emotional needs, rewards, and well-being of employees due to their implicit or explicit contribution to the organization, as promised by the organization. According to [Xu et al. \(2022\)](#); [Afsar et al. \(2017\)](#); [Koroglu et al. \(2022\)](#) perceived organizational support (POS) is a worker's assumption that is oriented to a sense of confidence in how far a company or organization assesses performance, provides support, and sympathy for the welfare of workers. According to [Afsar et al. \(2017\)](#); [Koroglu et al. \(2022\)](#) this allows employees to feel safe and feel that there is an organizational power that always supports them from behind. According to [Wijaya et al. \(2022\)](#); [Xu et al. \(2022\)](#); [Koroglu et al. \(2022\)](#) POS not only guarantees employees about extrinsic resources such as salary and benefits, but also ensures real support from the organization, beliefs, awards, and status. According to [Koroglu et al. \(2022\)](#) companies also need to support employees when in trouble or difficulty, always maintain communication, and understand what employees need to improve their skills. According to [Sumardjo et al. \(2023\)](#) when employees feel support from the organization flowing, then Employees will show behavior that can help and accelerate the achievement of organizational goals. According to [Berdiyana et al. \(2022\)](#); [Haris et al. \(2023\)](#) Organizational Citizenship Behavior, abbreviated as OCB, is the voluntary behavior of employees or members of organizations outside of job descriptions and not regulated in company regulations, but it is very profitable for the company because it can increase the effectiveness and efficiency of organization and not related to the formal reward system. According to [Srirahayu et al. \(2023\)](#) behavior that is not part of an employee's formal work obligations, but supports the effective functioning of the organization. According to [Karimi et al. \(2023\)](#); [Khairunnisa et al. \(2023\)](#)



Organizational Citizenship Behavior (OCB) is voluntary behavior, not an act of compulsion towards matters that prioritize organizational interests or individual behavior as a form of satisfaction based on performance. This study aims to analyze the relationship between the variable Servant Leadership and Organizational Citizenship Behavior (OCB), analyze the relationship between Perceived Organizational Support (POS) and Organizational Citizenship Behavior (OCB), analyze the relationship between servant leadership and MSME performance, analyze the relationship between Perceived Organizational Support (POS) and MSME performance, and analyze the relationship between Organizational Citizenship Behavior (OCB) on MSME performance

II. METHOD

The Method of this research is associative quantitative research, that is, research that aims to find out the relationship between two or more variables. The respondents of this study were 278 SMEs leaders in Banten who were determined by simple random sampling method. Research data was obtained by distributing questionnaires online via social media. Each research indicator was measured using a Likert scale of 1-7 points and the degree of agreement from strongly agree to strongly disagree. The analytical tool used in this research is PLS (Partial Least Square) based SEM with data processing software SmartPLS 3.0.

Validity and Reliability Test

The model is said to be good if the AVE of each variable is greater than 0.50 (Purwanto et al., 2020). The output results in this study indicate that the AVE value of all variables is greater than 0.50 so that the model can be said to be good. The reliability test was carried out to prove the accuracy, consistency and accuracy of the instrument in measuring constructs. Measuring reliability in PLS-SEM using SmartPLS 3.0 software can be done by looking at: 1) Composite Reliability Composite reliability is used to measure internal consistency. CR values of 0.60 – 0.70 are still acceptable for exploratory research. 2) Cronbach's Alfa Cronbach's Alfa is used to diagnose the consistency of the entire scale by looking at the reliability coefficient. Cronbach's Alpha value > 0.60 is still acceptable for exploratory research.

Coefficient of Determination (R²) and Hypothesis Testing (t test)

Assessing the structural model in PLS begins by looking at the R-squares value for each endogenous latent variable as the predictive power of the structural model. The R-squares results represent the total variance of the construct described by the model. The rule of thumb for R-squares values is: values 0.75, 0.50 and 0.25. It can be concluded that the model is strong, moderate and weak. If the t-statistic value is greater or equal to the t-table (t-statistic > 1.96), then Ho is rejected and Ha is accepted (Purwanto et al., 2019). Hypothesis testing is done by means of statistical tests. The statistical test used is the t-test or p (probability).

The research hypothesis of this research is

H1: Servant Leadership has a positive and significant effect on Organizational Citizenship Behavior (OCB)

H2: Perceived Organizational Support (POS) has a positive and significant effect on Organizational Citizenship Behavior (OCB)

H3: Servant Leadership has a positive and significant effect on performance

H4: Perceived Organizational Support (POS) has a positive and significant effect on performance

H5: Organizational Citizenship Behavior (OCB) has a positive and significant effect on performance.

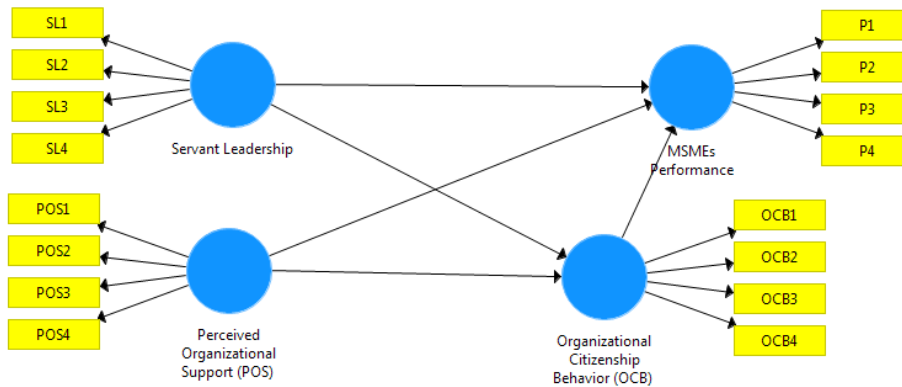


Fig 1. Research Model

III.RESULT AND DISCUSSION

Validity and Reliability Test

The model is said to be good if the AVE of each variable is greater than 0.50. The output results in this study indicate that the AVE value of all variables is greater than 0.50 so that the model can be said to be good.

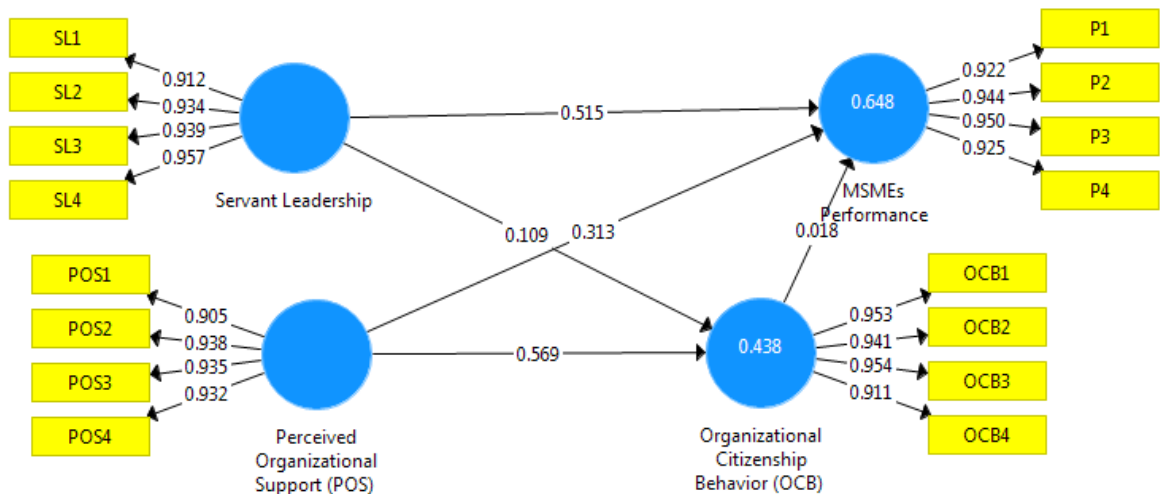


Fig 2. Validity Testing

Reliability Test

The reliability test was carried out to prove the accuracy, consistency and accuracy of the instrument in measuring constructs. Measuring reliability in PLS-SEM using SmartPLS 3.0 software can be conducted by looking at: 1) Composite Reliability Composite reliability is used to measure internal consistency. CR values of 0.60 – 0.70 are still acceptable for exploratory research. 2) Cronbach's Alfa Cronbach's Alfa is used to diagnose the consistency of the entire scale by looking at the reliability coefficient. Cronbach's Alpha value > 0.60 is still acceptable for exploratory research. The variable is declared reliable if the value of composite reliability or Cronbach's alpha is above 0.70.

Table 1. Reliability Testing

	Cronbach's Al...	rho_A	Composite Reliability	Average Variance Extracted...
MSMEs Performance	0.952	0.953	0.965	0.875
Organizational Citizenship Behavior (OCB)	0.956	0.958	0.968	0.883
Perceived Organizational Support (POS)	0.946	0.948	0.961	0.860
Servant Leadership	0.952	0.953	0.966	0.875

Coefficient of Determination (R2)

The rule of thumb for R-squares values is: values 0.75, 0.50 and 0.25. It can be concluded that the model is strong, moderate and weak. If the t-statistic value is greater or equal to the t-table (t-statistic > 1.96), then Ho is rejected and Ha is accepted (Purwanto et al., 2019). Hypothesis testing is done by means of statistical tests. The statistical test used is the t-test or p (probability).

Table 2. Coefficient of Determination (R2)

	R Square	R Square Adjusted
MSMEs Performance	0.648	0.637
Organizational Citizenship Behavior (OCB)	0.438	0.426

Based on the test results, it was obtained that the performance R-squares value was 0.648 or 64.8%, meaning that the servant leadership, Organizational Citizenship Behavior (OCB) and Perceived Organizational Support (POS) variables contributed 64.8 % and the remaining 35.2% was influenced by other variables not discussed in this study. the test results show that the R-squares value of Organizational Citizenship Behavior (OCB) is 0.435 or 43.5%, meaning that the servant leadership and Perceived Organizational Support (POS) variables contribute 43.5% and the remaining 56.5 is influenced by other variables not discussed in this study.

Hypothesis Testing (Resampling Bootstrapping)

The final step of the data that has been processed and analyzed by the researcher is to test the hypotheses that have been formulated. If the t-statistic value is smaller than the t-table value (t-statistic < 1.96), then Ho is accepted and Ha is rejected. If the t-statistic value is greater or equal to the t-table (t-statistic > 1.96), then Ho is rejected and Ha is accepted (Purwanto et al., 2019). Hypothesis testing is done by means of statistical tests. The statistical test used is the t-test or p (probability). The t-test is used to prove the hypothesis whether there is an influence of each independent or exogenous variable individually on the dependent or endogenous variable.

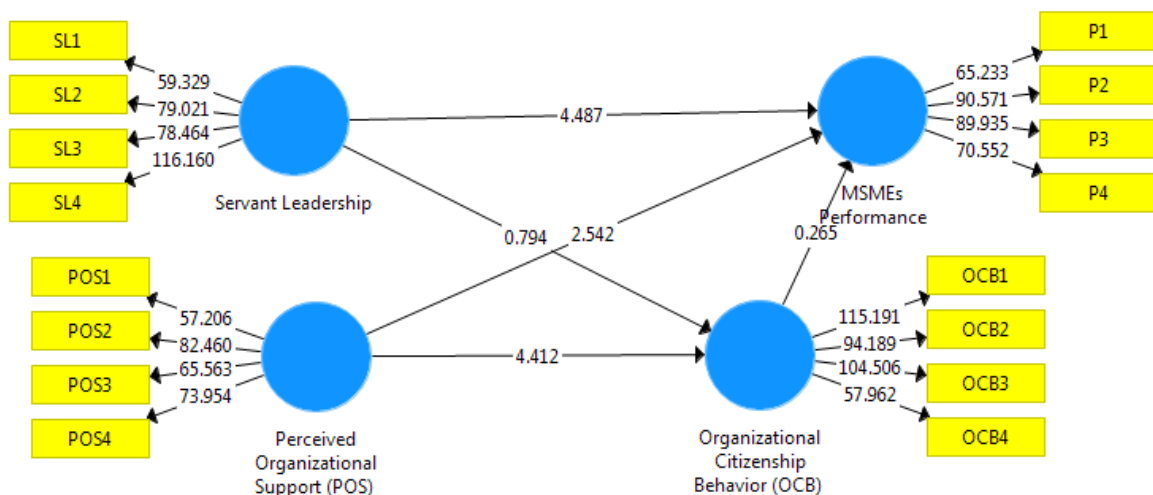


Fig 3. Hypothesis Testing

Table 3 . Hypothesis Testing

	Original Sampl...	T Statistics (O...	P Values
Servant Leadership -> Organizational Citizenship Behavior (OCB)	0.109	0.794	0.428
Servant Leadership -> MSMEs Performance	0.515	4.487	0.000
Perceived Organizational Support (POS) -> Organizational Citizenship Behavior (OC...	0.569	4.412	0.000
Perceived Organizational Support (POS) -> MSMEs Performance	0.313	2.542	0.011
Organizational Citizenship Behavior (OCB) -> MSMEs Performance	0.018	0.265	0.791

The relationship between servant leadership and organizational trust

Based on the results of hypothesis testing using the SmartPLS software, the p value of 0.428 is greater than 0.050, so it can be concluded that there is not significant relationship, leadership has not significant effect on organizational trust. These results are in line with research by [Abas et al. \(2019\)](#), [Putri et al. \(2023\)](#) that leadership has not significant effect on organizational trust and is supported by [Musenze et al. \(2022\)](#) that leadership has not significant effect on organizational trust

The relationship between servant leadership and SMEs performance

Based on the results of hypothesis testing using the SmartPLS software, the p value of 0.000 is lower than 0.050, so it can be concluded that there is a significant relationship between leadership that has a positive and significant effect on performance. These results are in line with research by [Asbari et al. \(2020\)](#); [Afsar et al. \(2017\)](#); [Koroglu et al. \(2022\)](#) that servant leadership has a positive and significant effect on performance and is supported by [Sumardjo et al. \(2023\)](#) that servant leadership has a positive and significant effect on performance

The relationship between Perceived Organizational Support (POS) and Organizational Citizenship Behavior (OCB)

Based on the results of hypothesis testing using SmartPLS software, the p value of 0.000 was lower than 0.050, so it was concluded that there was a significant relationship, Perceived Organizational Support (POS) had a positive and significant effect on Organizational Citizenship Behavior (OCB). These results are in line with research by [Asbari et al. \(2020\)](#); [Sabir et al. \(2022\)](#); [Sumardjo et al. \(2023\)](#) that Perceived Organizational Support (POS) has a positive and significant effect on Organizational Citizenship Behavior (OCB) and is supported by According to [Sheikh \(2023\)](#); [Setyoko et al. \(2022\)](#) that Perceived Organizational Support (POS) has a positive and significant effect on Organizational Citizenship Behavior (OCB)

The relationship between Perceived Organizational Support (POS) and SMEs performance

Based on the results of hypothesis testing using the SmartPLS software, the p value of 0.000 was lower than 0.050, so it was concluded that there was a significant relationship between Perceived Organizational Support (POS) which had a positive and significant effect on performance. These results are in line with research by [Karimi et al. \(2023\)](#); [Khairunnisa et al. \(2023\)](#) Perceived Organizational Support (POS) has a positive and significant effect on performance and is supported by [Abas et al. \(2019\)](#), [Berdiyana et al. \(2022\)](#); [Haris et al. \(2023\)](#); [Khan et al. \(2022\)](#) that Perceived Organizational Support (POS) has a positive and significant effect on performance

The relationship between Organizational Citizenship Behavior (OCB) and performance.

Based on the results of hypothesis testing using the SmartPLS software, the p value of 0.492 is greater than 0.050, so it can be concluded that there is not significant relationship between Organizational Citizenship Behavior (OCB) and performance. These results are in line with research by [Patnaik et al. \(2023\)](#); [Putri et al. \(2023\)](#) that Organizational Citizenship Behavior (OCB) has not significant effect on performance. and is



supported by [Musenze et al. \(2022\)](#) that Organizational Citizenship Behavior (OCB) has not effect on SMEs performance.

Indirect Effect

Based on the results of hypothesis testing, the mediation test results are obtained as follows

Table 4 . Indirect Effect

	Original Sampl...	T Statistics ...	P Values
Innovative Work Behavior (IWB) -> Organizational Trust -> MSMEs Performance	0.028	0.678	0.498
Leadership -> Organizational Trust -> MSMEs Performance	0.002	0.172	0.864

Perceived Organizational Support (POS) on SMEs performance through Organizational Citizenship Behavior (OCB)

Based on the results of hypothesis testing using SmartPLS software, the p value of 0.498 is greater than 0.050, so it can be concluded that there is no significant relationship. Perceived organizational support (POS) has no significant effect on performance through organizational citizenship behavior (OCB), organizational citizenship behavior (OCB) does not mediate the relationship between perceived organizational support (POS) and performance of SMEs

Servant Leadership on SMEs performance through Organizational Citizenship Behavior (OCB)

Based on the results of hypothesis testing using SmartPLS software, the p value of 0.864 is greater than 0.050, so it can be concluded that there is no significant relationship. Servant leadership has no significant effect on SMEs performance through Organizational Citizenship Behavior (OCB), Organizational Citizenship Behavior (OCB) does not mediate the relationship between servant leadership on performance.

According to [Akhtar et al. \(2019\)](#); [Alleyne et al. \(2018\)](#) SMEs leaders who have a leadership spirit will implement the system and empower employees so they don't crack. He is also embracing and willing to grow with his team. The leader must be a strong coordinator, involving team members on all scaling processes. The topic of scalability is in line with the alignment of resources, namely the balance that is learned further through hands-on practice and formal education. Peram leaders of SMEs namely increasing labor productivity. Increasing ability to succeed under pressure. Increasing emotional intelligence. Increasing charisma and seriousness in business operations. Growing confidence in the team. Improving listening and communication skills. Increasing awareness of diversity in the world of work. According to [Putra et al. \(2023\)](#); [Purwanto et al. \(2021\)](#); [Abas et al. \(2020\)](#) The benefits of leadership include increasing labor productivity, increasing ability to succeed under pressure, increasing emotional intelligence, increasing charisma and seriousness in business operations, Growing confidence in teams, improving listening and communication skills, increasing awareness of diversity in the world of work. The benefits and positive impacts of Perceived Organizational Support (POS) are perceived organizational support providing tangible and intangible resources for employees, resulting in the norm of reciprocity from employees to care for and help the organization achieve its goals. This mainly explains how perceived organizational support leads to positive attitudes and behavior of employees. The consequence is increasing positive attitudes towards the organization and work (eg, affective commitment, work involvement), as well as increasing favorable behavior (eg, performance). Perceived organizational support is given to employees to increase feelings of value. In other words, perceived organizational support provides certainty that the contribution that employees make to the organization will be reciprocated in the form of acceptance and recognition of organizational membership. According to [Akhtar et al. \(2019\)](#); [Purwanto et al. \(2021\)](#); [Abas et al. \(2020\)](#) The consequence is an increase in the similarity of employee values to the organization, for example, person organization fit. Perceived organizational support is assumed to fulfill the socio-emotional needs of employees in the workplace, such as the need for self-esteem , caring, emotional support, and recognition, so that the consequences of fulfilling these needs can improve the subjective well-being of employees, for example, job satisfaction and health.



According to [Srirahayu et al. \(2023\)](#); [Sumardjo et al. \(2023\)](#); [Wijaya et al. \(2022\)](#) Servant Leadership is a leader who prioritizes the needs of others, aspirations, and interests of others over their own. Servant leaders have a commitment to serve others. The servant leader is a service-first leader, beginning with one's natural feeling of wanting to serve and to put service first. Furthermore, consciously, this choice brings aspirations and encouragement in leading others. [Afsar et al. \(2017\)](#) Servant Leadership is a management style in terms of leading and serving in harmony, and there is interaction with the environment. A servant leader is someone who has a strong desire to serve and lead, and most importantly is able to combine the two as mutually reinforcing things in a positive way. According to [Koroglu et al. \(2022\)](#) Servant Leadership is a process of reciprocity between the leader and those who are led where in the process the leader first appears as a party that serves the needs of those who are led which ultimately causes him to be recognized and accepted as a leader. According to [Wijaya et al. \(2022\)](#); [Xu et al. \(2022\)](#); [Afsar et al. \(2017\)](#); [Koroglu et al. \(2022\)](#) Servant Leadership is a leader who is very concerned about the growth and dynamics of the lives of his followers, himself and his community, because of that he prioritizes these things rather than achieving personal ambitions (personal ambitious), the result of influence that takes place in one direction due to leaders who may have certain qualities that distinguish themselves from their followers and also tend to be coercion or pressure of influence that is done indirectly directly, as a means of forming a group according to the wishes of the leader, a combination of temperament that allows individuals to have special abilities to encourage other parties to complete their tasks.

According to [Lumineau et al. \(2023\)](#); [Musenze et al. \(2022\)](#) The benefits of organizational citizenship behavior (OCB) are organizational benefits that can improve performance, employ quality resources to save costs and produce the best performance, as a means of effective coordination, performance stability consistent organization, Capable of adapting quickly to changes in the work environment, Maintaining the stability of organizational performance, Helping the organization's ability to survive and adapt to environmental changes. Improving the ability to adapt to environmental changes. Creating a more effective organization by making social capital. According to [Patnaik et al. \(2023\)](#); [Princess et al. \(2023\)](#); [Asbari et al. \(2019\)](#) OCB is built from five dimensions, each of which is unique, namely mutual help. The behavior of employees in helping co-workers who are experiencing difficulties in the situation they are facing both regarding tasks in the organization and other people's personal problems. This dimension leads to giving help that is not an obligation that is borne. Likes to help others, Replaces the role of colleagues when colleagues are unable to enter or take a break, Helping colleagues who are overloaded with work to complete their tasks. Behavior indicating responsibility for organizational life (following changes in the organization, taking the initiative to recommend how the organization's operations or procedures can be improved, and protecting the resources owned by the organization). Conscientiousness, is responsible for producing the best work for the organization. Behavior shown by trying to exceed the company's expectations. Voluntary conduct that is not an employee's obligation or duty. This dimension reaches far above and far ahead of the call of duty. Courtesy, is the feeling of wanting to help lighten the workload of others. Maintain good relations with co-workers to avoid interpersonal problems. Someone who has this dimension is someone who respects and cares for other people, namely helping co-workers, preventing problems related to their work by providing consultation and information and respecting their needs. Sportsmanship, is a picture of employee sportsmanship at work. According to [Patnaik et al. \(2023\)](#); [Putri et al. \(2023\)](#); [Asbari et al. \(2019\)](#) Behavior that tolerates less than ideal conditions in the organization without raising objections. Someone who has a high level of sportsmanship will increase a positive climate among employees, employees will be more polite and cooperate with others so that it will create a more pleasant work environment. Follow changes and developments in the organization Read and carry out organizational announcements Consider what is best for the organization. Servant leadership or servant leadership is a leadership that starts from sincere feelings that arise from within the heart to serve, put the needs of followers as a priority, get things done with others and help others in achieving a common goal.

According to [Sumardjo et al. \(2023\)](#); [Sheikh \(2023\)](#); [Setyoko et al. \(2022\)](#) perceived organizational support refers to employees' perceptions of the extent to which the organization values their contribution and cares about their welfare. So, Perceived organizational support (POS) can be defined as employee perceptions regarding the extent to which the organization provides support to employees and the extent to which the organization is prepared to provide assistance when needed. According to [Purwanto et al. \(2021\)](#); [Setyoko et al. \(2022\)](#) Organizations provide accurate information, involve employees in the decision-making process, and provide information regarding policies to be implemented. The social aspect or commonly known as interactional justice includes the quality of personal relationships between organizations and employees as a resource, including how the organization respects and appreciates the existence of superiors' support. correctly what the employee's goals



are. The supervisor also acts as a representative of the organization who is responsible for directing and evaluating employee performance. Through this responsibility, employees are able to see how much the organization's contribution is whether it is employee-oriented or not profitable for employees. In addition, the evaluations given by employees to the organization also contribute to perceived organizational support (POS).

IV. CONCLUSION

The results of the hypothesis test show that the servant leadership variable has no significant effect on SMEs Performance, Perceived organizational support (POS) variable has a positive and significant effect on SMEs Performance, the organizational trust variable has not significant effect on MSME performance., organizational citizenship behavior (OCB) has no significant effect on performance through organizational trust, organizational citizenship behavior (OCB) does not mediate the relationship between Perceived organizational support (POS) and performance. Servant leadership has no significant effect on performance through Perceived organizational support (POS), organizational citizenship behavior (OCB) does not mediate the relationship between servant leadership on SMEs performance. The benefits of organizational Citizenship Behavior (OCB) are that Organizational can improve performance, Employ quality resources to save costs and produce the best performance, As a means of effective coordination, stability of consistent organizational performance, Capable of adapting quickly to changes in the work environment, Maintaining stability of organizational performance, Helps the organization's ability to survive and adapt to environmental changes. Increase the ability to adapt to environmental changes. Create organizations to be more effective by creating social capital. Perceived organizational support refers to employees' perceptions of the extent to which the organization values their contribution and cares about their welfare. Perceived organizational support (POS) provides support to employees and the extent to which the organization is prepared to provide assistance when needed. SMEs provide accurate information, involve employees in the decision-making process, and provide information regarding policies to be implemented. The social aspect, or commonly known as interactional justice, includes the quality of personal relationships between organizations and employees as a resource, including how the organization respects and appreciates the existence of superiors' support. correctly what the employee's goals are

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